

ODP 81-574  
5 MAY 1981

MEMORANDUM FOR: DDA Career Management Officer

FROM:   
Executive Officer, ODP

SUBJECT: Rewarding Exceptional Performance

REFERENCE: Your memo dtd 17 Apr 81, same subject

Attached is a set of suggestions concerning better ways to reward exceptional performance. Many of them are tied to giving first line managers the same kind of options they have in private industry to motivate and reward employees on a one-to-one basis rather than involving a management heirarchy in time-consuming justifications and reviews.

Att.

O/D/ODP/ee/4 May 81

Distribution:

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Rewarding Exceptional Performance

Existing mechanisms are adequate but they need publication and clarification (see attached analysis).

Existing mechanisms are adequate but the paperwork and levels of review required is inversely proportional to the award. For example, compare a Certificate of Merit with a Promotion. Revise.

Invoke the DCI's authority to raise ceiling on pay for CIA executives.

Institute an adequately funded Merit Pay System i.e., do not take the money out of QSI, PSI, and comparability funds.

Provide two-grade promotions for exceptional growth and achievement.

Let Office Directors decide whether awards, such as QSI, are justified. Delegate authority and cut the red tape.

Distribute award money to Directorates and Offices. Let senior managers manage it the way they do the rest of their resources.

Give employee a reserved parking space for a period of time.

Grant additional leave.

Permit carryover of leave greater than 240 hours for year following exceptional performance or raise ceiling for length of employee's career. (Exceptional performers frequently have to donate leave.)

Provide periodic DCI-level or Directorate-level receptions or formal award luncheon/dinners hosted by Agency for awardees and spouses.

Hold periodic Agency-wide award ceremonies in auditorium to ensure uniform level of pomp and ceremony.

Provide sabbaticals for exceptional performers to pursue personal work-related projects or academic study.

Theatre tickets, dinner, etc. for employee and spouse or family.

Have an Agency-wide employee newsletter, like State Department's, and publish pictures of awardees. Classify if necessary.

Provide quality framing or mounting for certificates or medals.

Have DCI or DDCI write official commendations for employee's file and present them personally.

Give paid up U.S. Savings Bonds.

## RECOGNITION FORMS: A Comparison of Requirements \*

Requirements	Promotion	QSI	SA	EA	SIS Bonus	DIM IMM	CD CM	CIM	MUC
Demonstration of ability to perform at higher grade level	x								
Sustained superior performance for 6 months or more		x	x				x		
Indications that performance will continue at same level		x							
Supported by AWP					x				
Supported by PAR	x	x	x		x	x	x		
Within 60 days of PAR			x						
Overall "6" or "7" on PAR		x							
Only 1 within a 52 week period		x	x		x				
One time exceptional achievement				x		x	x		
Meritorious service						x			
Exceptional Career achievement								x	
Group achievement									x

## RECOGNITION FORMS: A Comparison of Requirements \* (Continued)

Documentation Needed	Pro-motion	QSI	SA	EA	SIS Bonus	DIM IMM	CD CM	CIM	MUC
Separate narrative write-up			x	x	x	x	x	x	x
Updated biographic profile			x	x		x	x	x	
Unclassified citation						x	x	x	x
Number of PAR's needed	1	1	2	2	1	1	1	1	1
Method of Recommendation	Career Panel/Board	Memo	Form 3960	Form 3960	Work-sheet	Form 600	Form 600	Form 600	Form 600
Review & Approval by:									
Career Board/Panel	x	x							
Office Director	x	x	x	x		x	x	x	x
DD			x	x	x	x	x	x	x
OPPPM	x	x							
SAAC			x	x					
H&MAB						x	x	x	x

## \* Legend:

QSI = Quality Step Increase

SA = Special Achievement

EA = Exceptional Accomplishment

DIM = Distinguished Intelligence Medal

IMM = Intelligence Medal of Merit

CD = Certificate of Distinction

CM = Certificate of Merit

CIM = Career Intelligence Medal

MUC = Meritorious Unit Citation

DD = Deputy Director (of Directorate)

OPPPM = Office of Personnel Policy, Planning, and Management

SAAC = Suggestion and Achievement Awards Committee

H&amp;MAB = Honor and Merit Awards Board

17 April 1981

*o/copy*  
*EA Action*  
*one*  
*4/29*

MEMORANDUM FOR: Director of Communications  
Director of Data Processing  
Director of Finance  
Director of Information Services  
Director of Logistics  
Director of Medical Services  
Director of Security  
Director of Training & Education

25X1

FROM:

  
DDA Career Management Officer

SUBJECT:

Rewarding Exceptional Performance

1. As you will recall from yesterday's DDA Staff Meeting, Mr. Hugel is interested in your suggestions concerning better ways to reward exceptional performance. In developing these suggestions, we ask that you not be constrained by present Agency policies.

2. Please forward your responses to this Office by 29 April 1981.



25X1

*George - Suggest you poll the Bd of Dir's.*  
*J*